



KOUKAMMA

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Office of the Municipal Manager

6 June 2017

EXTRACT FROM MINUTES OF ORDINARY COUNCIL MEETING HELD IN THE COUNCIL CHAMBER, ON TUESDAY 30 MAY 2017 AT 10:00

9.1. REPORT FROM THE MUNICIPAL MANAGER ON THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

Council Meeting

30 May 2017

06/2017: 245

Ref: 4/8/2

Resolved

That Council noted and approved the Services Delivery and Budget Implementation Plan for the 2017/2018 financial year.

P.M. KATE
MUNICIPAL MANAGER

KOU-KAMMA MUNICIPALITY



SERVICE DELIVERY & IMPLEMENTATION PLAN 2017/18

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1. Introduction

The purpose of the Service Delivery and Budget Implementation Plan (SDBIP) is to assist municipal management to achieve service delivery targets, as well as spending the capital budget within the given time frames. The IDP and Budget are key documents informing the SDBIP. The Kou-kamma Municipality's reviewed IDP and budget documents were then considered in drawing up our SDBIP.

A Service Delivery and Budget Implementation Plan is defined in chapter 1 of the Act as a detailed plan approved by the Executive Mayor for implementing the municipality's delivery of municipal services and its annual budget. Essentially a business plan, the SDBIP is an integral part of the financial planning process. Although its approval is required after the budget its preparation has occurred in tandem with the budget process. The SDBIP is the connection between the budget and management performance agreements, and it includes detailed information on how the budget will be implemented – by means of forecast cash flows – and service delivery targets and performance indicators.

2. Executive Summary

The Municipality is required to produce a Service Delivery and Budget Implementation Plan to show the following;

- Monthly projections of revenue and expenditure for the operating and capital budgets
- Quarterly service delivery targets and performance indicators.

Each month the Municipal Manager must present the Mayor with a report showing how income and spending is progressing against these projections. Every quarter the Mayor must report to Council on the progress of the budget.

3. Legislative Framework for SDBIP and PMS

The need for a monitoring tool within municipalities comes from a number of legislative pieces, giving guidance and direction on the path to be followed when developing these

systems. All this is done in order to ensure effective and efficient service delivery to our communities. The different pieces of legislation are discussed below.

3.1 The White Paper on Local Government (1998):

The White Paper on Local Government (1998) suggested that local government should introduce the idea of using monitoring tools to measure impact and performance. Therefore the white paper further notes that Performance management is critical to ensure that plans are being implemented, that they are having the desired development impact, and that resources are being used efficiently.

3.2 The Municipal Systems Act (2000):

Government has taken this idea of measuring performance forward in chapter six of the Municipal Systems Act (32 of 2000) which requires all municipalities to:

- Develop a performance management system
- Set targets, monitor and review performance based on indicators linked to their IDP
- Publish an annual report on performance for the councillors, staff, the public and other spheres of government.
- Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government
- Conduct an internal audit on performance before tabling the report.
- Have their annual performance report audited by the Auditor-General.
- Involve the community in setting indicators and targets and reviewing municipal performance

The SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and the budget are fully aligned with each other as required by the MFMA (Act 56 of 2003)

3.3 Municipal Finance Management Act

Section 1 of the MFMA defines the SDBIP as a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality's delivery of services and the execution of its annual budget and which must include (as part of the top layer) the following:

a) projections for each month of

(i) revenue to be collected, by source; and

(ii) operational and capital expenditure, by vote

b) service delivery targets and performance indicators for each quarter.

According to Section 53(1)(c)ii of the MFMA (Act 56 of 2003) the mayor of the municipality must take all reasonable steps to ensure that the municipality's service delivery and budget implementation plan is approved by the mayor within 28 days after the approval of the budget.

Section 69 of the MFMA determines that the draft SDBIP and performance agreements must be submitted to the Executive Mayor within 14 days after the approval of an annual budget.

The mayor is to receive the draft SDBIP 14 days after approval of budget and therefore the final SDBIP approved 14 days after receiving the first draft.

4. The Components of a SDBIP

The five necessary components of a SDBIP are

1. Monthly projections of revenue to be collected for each source
2. Monthly projections of expenditure (operating and capital) and revenue for each vote
3. Quarterly projections of service delivery targets and performance indicators for each vote
4. Ward information for expenditure and service delivery
5. Capital works plans

5. The SDBIP Concept

National Treasury, in MFMA circular 13, outlined the concept of the SDBIP. It is seen as a contract between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months.

It is a management, implementation and monitoring tool that will assist the Executive Mayor, councillors, Municipal Manager, senior managers and community. It is also a performance monitoring tool that enables the Municipal Manager to monitor the performance of senior managers. The MFMA requires that the performance agreements of senior managers be linked to the measurable performance objectives in the SDBIP.

As a vital monitoring tool, the SDBIP should help enable the Executive Mayor and Municipal Manager to be pro-active and take remedial steps in the event of poor performance. The SDBIP is considered as a layered plan. Whilst only the top layer is made public at council, the budget and performance targets should be broken down into smaller targets and cascaded to middle-level and junior managers. Directorates should be producing their own SDBIP's which roll up into the municipality's SDBIP.

5.1 MFMA requirement - Approval of the SDBIP

Under the MFMA the process for approval of the SDBIP is covered under Chapter 7 - Responsibilities of Mayors and Chapter 8 - Responsibilities of municipal officials. Under chapter 8 the Accounting Officer must submit a draft of the SDBIP to the Executive Mayor within 14 days of the budget being approved as well as drafts of the annual performance agreements required in the Municipal Systems Act.

Chapter 7 of the MFMA requires the Executive Mayor to “take all reasonable steps” to ensure that the SDBIP is approved by the mayor within 28 days after the approval of the budget and that the SDBIP is made public no later than 14 days after that.

5.2 MFMA requirement – Implementation & monitoring

Section 54 sets out the responsibilities of the Executive Mayor with regard to budgetary control and the early identification of financial problems. When a budget monitoring report is received under section 71 or 72 of the MFMA, the Executive Mayor must check whether the budget is being implemented in accordance with the SDBIP.

If it is decided to amend the SDBIP, any revisions to the service delivery targets and performance indicators must be made with the approval of council following an adjustments budget. The Executive Mayor must issue instructions to the accounting officer to ensure that the budget is implemented in terms of the SDBIP.

6. SDBIP in Kou-kamma Municipality

The production of the SDBIP in Kou-kamma is conducted primarily by the Finance Department through the Chief Financial Officer and the Municipal Managers' Office where it is championed by the IDP manager & PMS Coordinator in consultation with the Directorates of the Municipality.

6.1 Operating Revenue & Expenditure by Source:

[illegible]

6.2 Capital Expenditure by standard classification:

EC109 Kou-Kamma - Supporting Table SA29 Budgeted monthly capital expenditure (functional classification)

R thousand	Description	Ref	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework		
			July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Capital Expenditure - Functional	Governance and administration	1	114	114	114	114	114	114	114	114	114	114	114	114	1 372	1 425	1 505
	Executive and council		1	1	1	1	1	1	1	1	1	1	1	1	8	—	—
	Finance and administration		114	114	114	114	114	114	114	114	114	114	114	114	1 364	1 425	1 505
	Internal audit														—	—	—
	Community and public safety		63	63	63	63	63	63	63	63	63	63	63	63	760	10 123	575
	Community and social services		22	22	22	22	22	22	22	22	22	22	22	22	260	10 123	575
	Sport and recreation														—	—	—
	Public safety		42	42	42	42	42	42	42	42	42	42	42	42	500	—	—
	Housing														—	—	—
	Health														—	—	—
	Economic and environmental services		446	446	446	446	446	446	446	446	446	446	446	446	5 349	3 767	171
	Planning and development														—	—	—
	Road transport		446	446	446	446	446	446	446	446	446	446	446	446	5 349	3 767	171
	Environmental protection														—	—	—
Trading services	Energy sources		1 039	1 039	1 039	1 039	1 039	1 039	1 039	1 039	1 039	1 039	1 039	1 039	12 463	5 547	25 349
	Water management		250	250	250	250	250	250	250	250	250	250	250	250	3 000	4 000	10 000
	Waste water management		789	789	789	789	789	789	789	789	789	789	789	789	9 463	1 547	9 849
	Waste management														—	—	5 500
	Other														—	—	—
Total Capital Expenditure - Functional			1 662	1 662	1 662	1 662	1 662	1 662	1 662	1 662	1 662	1 662	1 662	1 662	19 944	20 862	27 600
Funded by:	National Government		1 597	1 597	1 597	1 597	1 597	1 597	1 597	1 597	1 597	1 597	1 597	1 597	19 161	20 862	27 600
	Provincial Government		20	20	20	20	20	20	20	20	20	20	20	20	240	—	—
	District Municipality		42	42	42	42	42	42	42	42	42	42	42	42	500	—	—
	Other transfers and grants														—	—	—
	Transfers recognised - capital		1 658	1 658	1 658	1 658	1 658	1 658	1 658	1 658	1 658	1 658	1 658	1 658	19 901	20 862	27 600
	Public contributions & donations														—	—	—
	Borrowing														—	—	—
	Internally generated funds		4	4	4	4	4	4	4	4	4	4	4	4	43	—	—
	Total Capital Funding		1 662	1 662	1 662	1 662	1 662	1 662	1 662	1 662	1 662	1 662	1 662	1 662	19 944	20 862	27 600

6.3 Capital works plan:

Project	Cost 2017/18
Purchase of 3 refuse removal vehicles	R 2 500 000.00
Stormsriver library	R 239 680.81
Kareedouw fire station	R 250 000.00
Joubertina fire station	R 250 000.00
Misund Bulk Water supply	R 5 000 000.00
Louterwater WTW	R 6 355 155.77
Refurbishment of coldstream bulk water supply	R 57 534.00
Replacement of low pressure pipes in Stormsriver	R 3 050 398.05
Upgrading of Internal roads	R 23 473 496.89
Snyklip Electrification	R 148 000.00
Coldstream Upgrading of MV substation	R 3 000 000.00
Mandela Park Electrification	R 1 922 000.00
	R 46 246 265.52

Service Delivery Targets and Performance Indicators

The setting of service delivery targets and performance indicators has developed from engagement with the different Directorates where such engagements have been informed by the demand for services in the Kou-kamma area. The nature of targets and their respective indicators are influenced and shaped by the public consultations that have taken place. The target and indicators take different forms; they range from a need to determine input to a need to determine the outcome of particular projects. A balance has been struck between input, output, impact and indicators that measure effectiveness of service delivery projects.

It is likely that new performance indicators will be developed as the Municipality is currently reviewing its performance management policy. Any revision to the SDBIP resulting from a change in Performance Indicators will be reported to Council for approval in terms of Section 54 (c) of the MFMA



KOUKAMMA MUNICIPALITY
SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2017/18

IDP Ref#	Objective	Strategy	KPI	Target	Budget	Funding	Quarter 1 (July - Sept)	Quarter 2 (Oct - Dec)	Quarter 3 (Jan - Mar)	Quarter 4 (Apr - May)
KPA 1: Municipal Transformation and Institutional Development										
MT01	Improve Employee Wellness through conducting a number of wellness programmes	Implementation of employee wellness programmes	Conduct a number of Employee Wellness programmes	4 Employee Wellness programmes (2 x Financial Awareness; 2 x Health and Fitness)	R 60 000	Internal	1 Employee Wellness programme on Financial Awareness	1 Employee Wellness programme on Health and Fitness	1 Employee Wellness programme on Financial Awareness	1 Employee Wellness programme on Health and Fitness
MT02	Councillor development for councillors	Facilitation of skills development and training of Councillors	Facilitate a number of Training Programmes for Councillors	Facilitation of 2 Training Programmes for Councillors	R 200 000	Internal	N/A	Facilitate 1 training for Councillors	N/A	Facilitate 1 training for Councillors
MT03	Review of the Organogram in compliance with the Municipal Systems Act	Implementation of the HR Plan	Percentage of approved and budgeted post in the HR plan filled	80% of the approved and budgeted post in the HR plan filled	Internal	N/A	20% of the approved and budgeted post in the HR plan filled	20% of the approved and budgeted post in the HR plan filled	20% of the approved and budgeted post in the HR plan filled	20% of the approved and budgeted post in the HR plan filled
MT04	Effective functioning of Council meeting for the 2017/18 Financial Year	Improve oversight function of Council	Conduct a number of Council Meetings	4 Seated Council Meetings	Internal	N/A	1 Council meeting	1 Council meeting	1 Council meeting	1 Council meeting
MT05		Effective functioning of Standing Committees for the 2016/17 Financial Year	Conduct a number of Standing Committee Meetings	20 seated Standing Committee meetings per financial year	Internal	N/A	5 Standing Committees per 12 weeks	5 Standing Committees per 12 weeks	5 Standing Committees per 12 weeks	5 Standing Committees per 12 weeks

MT06	Implementation of the Occupational Health and Safety Act	Conduct regular meetings with the OHS Committee	Conduct a number of OHS Committee meetings	4 OHS Committee Meetings	Internal	N/A	1 OHS Committee Meeting	1 OHS Committee Meeting	1 OHS Committee Meeting	1 OHS Committee Meeting
MT07	Implementation of the Employment Equity Act	Conduct regular meetings with the Employment Equity Committee	Conduct a number of Employment Equity Committee Meetings	4 Employment Equity Committee Meetings	Internal	N/A	1 Employment Equity Meeting	1 Employment Equity Meeting	1 Employment Equity Meeting	1 Employment Equity Meeting
MT08	Effective functioning of the Risk Management Committee in the 2016/17 Financial Year	Improve the role of the Risk Management Committee	Conduct a number of Risk Management meetings	4 Risk Management meetings	Internal	N/A	1 Risk Committee meeting	1 Risk Committee meeting	1 Risk Committee meeting	1 Risk Committee meeting
MT09	Improvement of working conditions and labour peace as per the BCEA and LRA	Implementation of the Collective Agreement and ORA	Conduct a number of LLF meetings	4 LLF meetings	Internal	N/A	1 LLF meeting	1 LLF meeting	1 LLF meeting	1 LLF meeting
MT10	Integration of ICT Systems in the 2017/18 Financial Year	Implementation of 5 Year ICT Roadmap	Seamless Integration of Promun and Sage V/P Systems	Integrated ICT Systems (Promun and V/P Payroll)	R257 389.20	Internal	Procure service providers for Integration of Financial (Promun) and Payroll (V/P) Systems	Integration of Financial (Promun) and Payroll (V/P) Systems	N/A	N/A
MT11	Improve Information Security	Implementation of the ICT Governance Framework and Security Policy directives	A number of ICT security Policies adopted by Council	Adoption of 1 ICT Security Policy	Internal	N/A	Conduct security policy GAP analysis based on ICT governance framework and KKM policy	Table a draft security policy GAP analysis report to the ICT steering committee	Draft ICT security policy to Council	Adoption of the Final ICT Security Policy
MT12	Improve ICT governance		Conduct a number of ICT Steering Committee Meetings	Conduct 4 ICT Steering Committee Meetings	Internal	N/A	1 ICT Steering Committee Meeting	1 ICT Steering Committee Meeting	1 ICT Steering Committee Meeting	1 ICT Steering Committee Meeting

MT13	Improve User Access Controls	Implementation of the ICT Governance Framework and Security Policy directives	Monitor Administrator activities on Active Directory	Monitored Administrator Activities on Active Directory	R25 000	N/A	Table the proposal for implementation of Active Directory (AD) Audit to Management for comments and approval	Procure service provider for implementation of AD Audit	Implementation of Active Directory Audit	Present/Obtain detailed Active Directory Audit report
KPA 2 - Basic Service Delivery and Infrastructure Investment (Technical Services)										
TS01	Upgrading of aging water infrastructure	Rehabilitation of Water Treatment Works in Louerwater	Percentage complete with the 1) Fencing of raw water dam, 2) construction of new reservoir, 3) rehabilitation of water treatment works and the 4) Commissioning of 3 boreholes	100% complete with the 1) Fencing of raw water dam, 2) construction of new reservoir, 3) rehabilitation of water treatment works and the 4) Commissioning of 3 boreholes	R 6 259 869.36	MIG	50% complete with the fencing of Water dam	1) 100% complete with fencing, 2) 50% complete with the rehabilitation of the water treatment works.	1) 100% Complete with the rehabilitation of WTW, 2) Commissioning of 3 boreholes, 3) 20% complete with the construction of new reservoir.	100% complete with the construction of the reservoir.
TS02		Refurbishment of Coldstream bulk water supply.	Percentage complete with the 1) Installation of the reservoir roof, 2) Refurbishment of pump station and WTW in Coldstream	100% complete with the 1) Installation of the reservoir roof, 2) Refurbishment of pump station and WTW in Coldstream	R 57 534.00	MIG/Department of Water Affairs	100% complete with the reservoir roof	100% Refurbishment of pump station and wtw.	N/A	N/A
TS03		Replacement of low pressure water pipes in Stormsriver	1) Replacement of low pressure pipes with bigger diameter Pipes, 2) Installation of a number of water meters, 3) Percentage complete with the Fencing of storage dam.	1) Replacement of low pressure pipes (63mm) with (110mm) Pipes, 2) Installation of a 480 of water meters, 3) 100% complete with the Fencing of storage dam.	R 3 050 000	MIG	100% complete with the replacement of low pressure pipes (63mm) with (110mm) Pipes	Installation of 480 watermeters and house connections	100% Fencing of the storage dam.	N/A
TS07		Upgrading of electrical infrastructure and eskom intake.	Upgrade the Kilo Volt Amps (KVA) of transformers and Eskom intake in Mountain view.	Upgrading of transformers in Mountain View from 100KVA to 315KVA and Eskom intake from 600KVA to 1200KVA		DoE	Procurement of contractor	Procurement of material and Site Establishment	Replacement of 100KVA with 315KVA transformers and Eskom intake from 600KVA to 1200KVA	N/A

TS08	Improvement of electrical infrastructure	Upgrading of substations in Coldstream	Upgrade the Kilo Volt Amps (KVA) of transformers and Eskom intake in Coldstream.	Upgrading of transformers in Coldstream from 100KVA and 200KVA to 315KVA and 500KVA respectively and Eskom intake from 500KVA to 1000KVA	R 3 000 000	DoE	Procurement of contractor	Procurement of material and Site Establishment	Replacement of 100KVA and 200KVA transformers with 315KVA and 500KVA upgrade Eskom intake from 500KVA to 1000KVA	N/A
KPA 2 - Basic Service Delivery and Infrastructure Investment (Community Services)										
CS01	Improve service delivery	Provision of sufficient refuse removal vehicles	Purchase a number of new refuse removal vehicles.	Purchase 2 Refuse removal vehicles	R2.5m	SDBM	Procurement of a service provider	Purchasing of 2 refuse vehicles	N/A	N/A
CS02	Improve environmental health awareness and management	Sampling and testing of a number of water samples	Conduct a number of monthly water sampling for environmental Testing	12 Water sampling Reports	R 93 500.00	SDBM Grant	3 Water sampling reports (July, Aug, Sept)	3 Water sampling reports (Oct, Nov, Dec)	3 Water sampling reports (Jan, Feb, March)	3 Water sampling reports (Apr, May, June)
CS03		Create community awareness campaigns	Conduct a number of environmental health awareness campaigns	4 environmental health awareness campaigns conducted	R 30 000	SDBM	Food Safety Campaign	Personal Hygiene And Safety Training (PHAST)	Cleaning Campaigns (Ravinia and Nompumelelo Village)	Workshop on Cemetery By-Law, Pauper-and-Indigent Burial Policy. Regulations relating to the management of Human Remains (Targeting Funeral Parlours, Churches, Clrs. etc)
CS04	Improve the outlook of Library Facilities	Beautification of the library facilities	Percentage of completion with the paving, fencing and landscaping of the library facilities in Stormsrivier	100% complete with the upgrading (paving, fencing, landscaping) of library facilities in Stormsrivier	R 239 680.81	DSRAC	Procurement of service providers	Commence with the paving, fencing and landscaping of the library facilities in Stormsrivier	100% Complete with the paving, fencing and landscaping of the library facilities in Stormsrivier	N/A

CS05	Refurbishment of vandalised community facilities	Repair of vandalised community buildings	Percentage of completion with the repairs to the sports clubhouse (internal electrical reticulation, plumbing, doors, burglar proofing, furnish cloak rooms)	100% complete with the RepARATION of the club house	R 72 000.00	Internal	Procurement of service providers	100% complete with the repARATION of the clubhouse	N/A	N/A
CS06	Provision of Satellite Fire Stations	Provision of a satellite fire station in Kareedouw	Provision of a number of satellite fire station in Kareedouw	1 Satellite Fire Station in Kareedouw	R 250 000	SBDM	Council resolution to approve identified sites	Refurbishment of identified sites	Provision of equipment and furnisher	Opening of satellite offices
CS07		Provision of a satellite fire station in Joubertina	Provision of a number of satellite fire station in Joubertina	1 Satellite Fire Station in Joubertina	R 250 000	SBDM	Council resolution to approve identified sites	Refurbishment of identified sites	Provision of equipment and furnisher	Opening of satellite offices
KPA 3 -Local Economic Development										
LED01	Implementation of the LED Strategy	Implementation of the business plan on honey bush tea	Packaging and distribution of a number of tons Honeybush Tea products	Packaging and distribution of 20 tons Honey Bush Tea Products	R 2 988 000	DEDEA	Packaging and distribution of 5 tons Honey Bush Tea Products	Packaging and distribution of 5 tons Honey Bush Tea Products	Packaging and distribution of 5 tons Honey Bush Tea Products	Packaging and distribution of 5 tons Honey Bush Tea Products
LED04	Creation of employment opportunities for the Unemployed	Job creation through the EPWP programme	Number of jobs created through EPWP	52 jobs created through EPWP	R 1 000 000	Public Works	52 EPWP participants Appointed	N/A	N/A	N/A
LED06	Review of Agric. Development Strategy	Council approval of the Agriculture Development Strategy	Development of a Agriculture Development Strategy	1 Final Agricultural Development Strategy approved by Council	Internal	Internal	N/A	N/A	Approval of the Draft Agricultural Development Strategy	1 Council Approved Agricultural Development Strategy

LED07	Review of Tourism Strategy	Council approval of the Tourism Strategy	Development of a Tourism Strategy	1 Final Tourism Strategy approved by council	Internal	Internal	N/A	N/A	Approval of the Draft Tourism strategy by Council	1 Council Approved Tourism Strategy
LED08	Review of LED Forum(s) - Local Business Development Forums - Koukamma Business Development Forum - Emerging & Small Holding Farmers Associations (Commodity Formations)	Promote active LED Forums	Conduct a number of LED Forum meetings	4 LED Forums conducted	Internal	Internal	1 LED Forum conducted	1 LED Forum conducted	1 LED Forum conducted	1 LED Forum conducted
KPA 4 - Financial Viability and Management and Sustainability										
FV01	Compliance with the MFMA and mSCOA Regulations	Implementation of the MFMA and mSCOA Circulars	mSCOA Compliant Financial System and Annual Budget	mSCOA Compliant Financial System and Annual Budget	R 1 348 611	FMG	Reconciliation of opening balances	Monitoring of mSCOA implementation	Monitoring of mSCOA implementation	Monitoring of mSCOA implementation and conversion of 2018/19 SDBIP
FV02	Annual Budget compiled inline with the MFMA	Compilation of the Annual Budget	Submission of Final Budget to Council and Treasury for 2017/18	Submission of Final Budget to Council and Treasury for 2017/18	R 9 500	N/A	Submit a budget plan linked to the IDP process plan for Council Approval	N/A	Adoption of the draft budget and related policies to Council and Treasury	Adoption of the 2018/19 Final Budget to Council and submitted to Treasury
FV03	Adjustments Budget compiled inline with the MFMA	Compilation of Adjustments Budget	Submission of Adjustments Budget to Council and Treasury	Submission of Adjustments Budget to Council and Treasury	R 8 500	N/A	N/A	N/A	Submit Adjustments Budget to Council and Treasury	N/A

FV04				Increase Service Revenue collection by 40% of the baseline of 16/17 for 2017/18	R 165 000	N/A	10% improvement on revenue Collection for Services	10 % improvement on revenue Collection for Services	10% improvement on revenue Collection for Services	
FV05	Improve of the revenue collection rate for the 2017/18 Financial year	Comply with the MFMA and Municipal Property Rates Act	Ensure Increase in Revenue collection by a certain percentage	Increase Rates Revenue collection by 40% of the baseline of 16/17 for 2017/18		N/A	10% improvement on revenue collection on rates	10% improvement on revenue collection on rates	10% improvement on revenue collection on rates	
FV06				Increase Traffic Fines Revenue collection by 60% of the baseline of 16/17 for 2017/18		N/A	15 % improvement on revenue collection for Traffic Fines	15% improvement on revenue collection for Traffic Fines	15 % improvement on revenue collection for Traffic Fines	
FV07			Submit a number of Grap compliant AFS	Grap Compliant AFS	R 40 000	N/A	Submit accurate GRAP compliant AFS to AG	Submit corrected GRAP compliant AFS to AG	N/A	
FV08			Populate the Schedule B returns and submit to treasury	Schedule B returns and submit to treasury		N/A	Submit pre-audited Schedule B to Provincial and National Treasury	Populate the Schedule B returns and submit to treasury	N/A	
FV09	GRAP compliant Submissions in accordance with the MFMA	Accurate Reporting in Compliance with Legislation	Submit a number of reports to Treasury	Submission of 4 Section 52 Reports		N/A	Submit section 52 report for Apr - June 2017/18	Submit section 52 report for Jul - Sept 2017/18	Submit section 52 report for Oct - Dec 2017/18	Submit section 52 report for Jan - Mar 2017/18
FV10			Submit a number of reports to Treasury	Submission of 12 Section 71 Reports		N/A	Submit monthly section 71 Reports (July, Aug, Sept)	Submit monthly section 71 Reports (Oct, Nov, Dec)	Submit monthly section 71 Reports (Jan, Feb, Mar)	Submit monthly section 71 Reports (Apr, May, June)

FV11			Submit a number of reports to Treasury	Submission of 1 section 72 Report	N/A	N/A	N/A	N/A	Submit section 72 reports to Council and Treasury	N/A
FV12	Compliance to AG Findings 2016/17 FY	Implementation of the Audit Action Plan	Implementation of the AG Findings in the Audit Action Plan	100% Implementation of the AG Findings in the Audit Action Plan	N/A	N/A	N/A	N/A	Submit the AG report and draft audit plan to council for adoption	Report to Council on the implementation of the Audit Action Plan
FV13	Financial Capacity Building	Financial Capacity Building programmes in settlements	Conduct a number of finance capacity building programmes	16 Finance Capacity Building Programmes	R 80 000	Levies	4 Capacity Building Programmes	4 Capacity Building Programmes	4 Capacity Building Programmes	4 Capacity Building Programmes
KPA 5 - Good Governance and Public Participation										
GGPP01	IDP Review for the 2018/19 financial year	Implementation of the Municipal Systems Act	Reviewed IDP 2017/18	Adoption of the reviewed IDP for the 2018/19 FY	Internal	N/A	Adoption of the IDP and Budget Process Plan	Conduct Situation Analysis of adopted IDP 2017/18	Draft IDP submitted to Council for approval	Final IDP for the 2018/19 FY approved by Council.
GGPP02	Establishment of 6 Ward Committees in Koukamma 2017/18	Implementation of the Municipal Systems Act	Number of Ward Committees Reports	24 Ward Committee Reports	R 540 000	Internal	6 Ward Committee Reports	6 Ward Committee Reports	6 Ward Committee Reports	6 Ward Committee Reports
GGPP03	Monitoring and application of Performance Management Systems	Compliance of the Performance Management Framework	Consolidate a number of Performance Reports	Coordinate 4 Performance Reviews	R 60 000.00	Internal	Coordinate the Annual Panel Performance Reviews	Conduct Quarter 1 Performance Review	Conduct Quarter 2 Performance Review	Conduct Quarter 3 Performance Review
GGPP04				Consolidate 4 SDBIP quarterly reports			Conclude Annual Performance Report for 2016/17 FY	Quarter 1 SDBIP Performance Report due for 2017/18	Quarter 2 SDBIP Performance Report due for 2017/18	Quarter 3 SDBIP Performance Report due for 2017/18
GGPP05	Generate publicity and awareness through communication platforms for 2017/18 financial year.	Implementation of the Communication Policy	Develop a number of newsletters	Develop 3 newsletters for 2017/18 FY	Internal	N/A	N/A	1 Newsletter for 2017/18 FY	1 Newsletter for 2017/18 FY	1 Newsletter for 2017/18 FY

GGPP06	Effective functioning of MPAC in the 2017/18 Financial Year	Improved oversight role of MPAC	Conduct a number of MPAC meetings	4 MPAC meetings	Internal	N/A	1 MPAC Meeting	1 MPAC Meeting	1 MPAC Meeting
GGPP07	Effective functioning of Audit Committee in the 2017/18 Financial Year	Improved advisory role Audit Committee	Conduct a number of Audit Committee meetings	4 Audit Committee meetings	R 30 000.00	Internal	1 Audit Committee meeting	1 Audit Committee meeting	1 Audit Committee meeting
GGPP08	Effective Functioning of the internal Audit 2017/18	Implementation of the Internal Audit Plan	A number of internal Audit Reports	4 Internal Audit Reports	Internal	N/A	1 Quarterly Internal Audit Report	1 Quarterly Internal Audit Report	1 Quarterly Internal Audit Report
GGPP09	Compliance to the Municipal Systems Act	Compilation of the Annual Report 2016/17	Development of the Annual Report 2016/17 FY	Approved Annual Report for 2016/17 FY	Internal	N/A	Completion of the Draft Annual Report	Approval of the Draft annual report by Audit Committee and Council	Approval of the Final Annual Report by Council
									Submission of the approved Annual Report to AG, Treasury and Cogta